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August 25, 2014

Chairman of the Board  
Calgary Economic Development  
731 – 1<sup>st</sup> Street SE  
Calgary, AB T2G 2L9

Dear Sir:

As a member of the Project Advisory Committee for the update to the economic strategy for Calgary, I have been directly involved in the formulation of *Building on our energy*. As a committee member, I was a part of the extensive stakeholder engagement process and participated in discussion which shaped the vision, mission and area of focus for the document. *Building on our energy* considers the strengths, weaknesses, opportunities and threats of Calgary and is reflective of the changing nature of economic development in Calgary and across the country.

It is my belief that the Strategy:

- builds our energy sector strengths to support trade and investment
- provides the foundation for purposeful diversification
- fosters innovation and creativity
- supports the development of strong communities
- understands that our neighbours' success is our success and that every citizen should benefit in the region's prosperity
- brings together stakeholders to promote Calgary with a unique and compelling voice

This Strategy provides the direction for individuals and organizations to work towards a unified vision for Calgary's future economic prosperity.

Yours very truly,

BAR (Quincy) Smith  
Past Chairman of the Board

